Observations and Recommendations

for

Bridge and Tunnel Operations on Northern Border

January 2003

Operations

There is a difference between:

- Land Crossings
  - ◆ Government ownership
- Water Crossings
  - ➤ Bridge / Tunnel / Ferry
    - ◆ Quasi government ownership
    - ◆ Private ownership

They do operate differently

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Traffic Flow

- Operators are collegial but also competitors.
- Income depends on the tolls collected.
- Transportation agencies who want to divest traffic from one crossing to another are affecting the bridge operators INCOME.
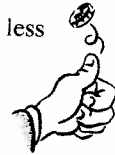
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Economics

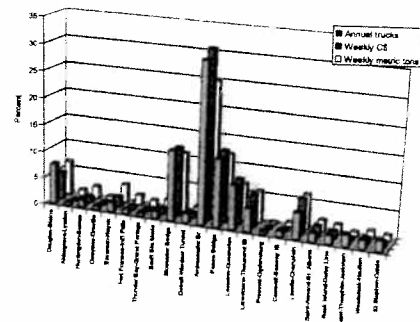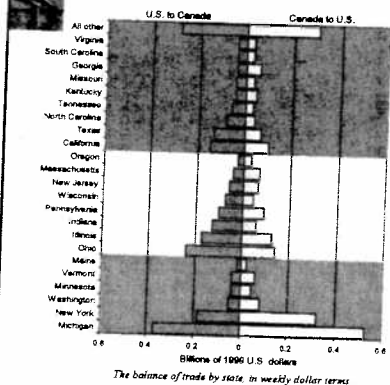The Border crossings are vital to both countries' economic well being.

In effect we now have a "border less crossing."

- Can the countries afford a "shutdown?"

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TOP 23 U.S.-CANADA TRADING STATES

"INTERIOR" STATES
MOSTLY NET EXPORTERS

"NEXT TIER" STATES
NET EXPORTERS

"BORDER" STATES
NET IMPORTERS

The balance of trade by state, in weekly dollar terms

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Security

After threat assessment operators are faced with installing, staffing, and operating increased security systems.

- If operators don't have the financial means to install and operate such systems
  - ➤ Should government demand this?
  - ➤ If government demands, should they pay?

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DETROIT
International Truck Flows for
Border Crossings
(1998)

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Evaluation

In reality the Border tunnels / bridges function as "UTILITIES."

- They provide needed service to public at large.
- It is expected they will be in operation 24/7.
- Service fees (tolls) generate income to support operations.
- International in scope.

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If these crossings do function as UTILITIES, what should the government do?

- Recognize this and treat them as utilities with strong requirements for security, operations, etc.
- Do nothing.

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What would be the benefits of the government's involvement?

- Assuring continuous operations.
- Improved/consistent security at each site.
- Operate Regionally with sharing data and traffic direction during high peaks, weather, etc.

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Border Crossings

Facility Security Protocols

1. Evaluate threat assessment report and recommendations.
2. Determine what is feasible to implement.
3. Develop security plan.
   - Ø By cost effectiveness
   - Ø By technical difficulty
   - Ø Budget availability
4. Implement plan.
   - Ø Hardening structure

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Border Crossings

Regional Groups

1. Develop Regional groupings of border crossing operators.
2. Develop Regional communication systems.
   - Ø Pass on current and accurate information
   - Ø If problem arises at one, other can be warned instantaneously
3. Share best practices, information, and might be advantageous to jointly purchase equipment.
4. Involve Inspection Agencies.

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Border Crossings

Incident Management Training

1. Develop standard operating plan for both sides of border with law enforcement, fire, and medical services.
2. Practice plans to:
   - Ø Develop adequate response
   - Ø Assure command structure is operational
   - Ø Communication system functional
   - Ø Evaluate incidents to be sure not diversion
3. Develop notification of other crossing operators in Regional Group.
4. Involve Inspection Agencies in Incident Management Training.

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Border Crossings

Operators Issues

- How to manage a disabled crossing.
- How to manage your crossing after event elsewhere.

- How does freight management and economic impact figure into border crossing management.

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